THE EFFECT OF COMMUNICATION, SELF-EFFICACY AND POWER ON THE COMMITMENT OF EMPLOYEES

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ABSTRACT

This study aims to determine the effect of communication, self-efficacy and power on the commitment of employees of PT XYZ. This research was conducted using a descriptive quantitative approach through survey techniques. The sample used amounted to 65 respondents came from employees of PT XYZ. Data analysis was performed using Partial Least Square – Structural Equation Model (PLS-SEM) using smartPLS 3.0 software. The results showed that communication, self-efficacy and power had a positive and significant influence on employee commitment at PT XYZ. This shows that if there is an increase or improvement in communication, self-efficacy and power are able to maintain and even increase employee commitment to the company, namely PT XYZ.. The thing that needs to be considered for the company is to pay attention and keep employees having high confidence in facing work challenges. Because of communication, self-efficacy, and power influence on the employees commitment, this research has theoretically and practically implication. Theoretically, employees commitment be created through how to build a good communication, notice the employees self-efficacy, and positive power implementation. Meanwhile for practically implication, management of PT XYZ could use this research as a hint of company policy making.

Keywords: Communication, Self-Efficacy, Power, Commitment, Employees

1. INTRODUCTION

Employees are one of the main drivers of the running of a company's business. Employees always come and go from recruitment to resignation. Employees who are part of the company need to be given education, especially for their commitment to achieving company goals. Employees have a tendency to experience increased productivity when their commitment is at a good level. Commitment is a person's strong desire to be part of a group or community. Commitment can also be interpreted as a high willingness from someone to the organization that is followed. Commitment is also a belief in and acceptance of the values and goals of an organization by its employees. A commitment shows one's attachment to an organization as a place where he/she occupies, so that a sense of belonging can arise or what is often referred to as a sense of belonging to the organization [1]. The existence of this sense of belonging and unity makes employees have no thoughts of leaving the company so it can be said that a high commitment will exhaust the employee's desire to leave the company where he works.

The company belongs to an organization formed by a collection of social groups which consist of several members who have a common perception of their unity. Each member in the organization gets an award for achieving common goals. When there is awareness of the group formed together, there will be an attitude of interdependence, helping, and giving appreciation and an attitude of placing oneself as a unit for the achievement of goals. There are so many companies that are in the process of developing experiencing problems caused by the existence of a small group that makes the company not dynamic. These problems often

occur in the form of internal conflicts. Things that often trigger internal conflicts within the company include differences in desires, interests, roles, interdependence, and views. These things are the trigger for internal conflicts which then pose a threat to the survival of the company.

The quality of human resources (HR) of an institution or organization can have an impact on the success of an organization. Human resources who have good quality become human resources who are considered competent or have competencies that are useful in increasing their commitment in an organization. According to the opinion conveyed by Loan [2] which states that commitment describes a belief that employees have in the mission and goals of the company where they work, the desire to do a good job and continue to work at the company.

Commitment is an element that determines the level of success of the organization in achieving its goals. This is because employees who are committed tend to be able to show a work attitude which has full attention to the tasks they carry out, shows the attitude and spirit of responsibility in completing their duties, and shows loyalty to the organization where they work. Organizational effectiveness will increase when employees have a high commitment so that they are able to show good self-involvement in showing their hard work in achieving the goals of an organization [3]. The state of workers when they have an alignment with the organization they work for, and have a desire to maintain their job, that is what is called organizational commitment. However, the commitment possessed by employees cannot just grow by itself, but must go through several processes that are quite long and step by step.

Alhadabi & Karpinski [4] in their research say that an individual's attitudes and behavior can be predicted through the individual's belief in their abilities. Confidence in recognizing one's abilities is able to provide enthusiasm and persistence, perseverance and tenacity to carry out work in order to achieve a goal. Self-efficacy in question is closely related to self-efficacy. Another thing that is considered as a supporter of the company in binding its employees is communication. According to Choi *et al.* [5] communication is a process of exchanging information between two or more people where the person can be a unit or group in an organization which then the process of exchanging information can create the same views, understanding, and feelings. The next thing that affects employee attachment to the company is the thing that smells of power.

In this regard, the effect of these three variables for PT XYZ employees has not been found clearly and is evidence-based. Based on the data obtained from the interviews with Mrs. Amelia as the owner of PT XYZ, it was found that there is a high level of turnover in PT XYZ employees. Throughout the year 2021 July to June 2022 there is a high turnover because in July 2021 PT XYZ has 182 employees and in June 2022 it will be 153 employees. So the employees who left during the year July 2021-June 2022 amounted to 29 people or 15.93%. According to Susilo *et al.* [6] turnover is said to be normal if the employee turnover is between 5-10% and is said to be abnormal (high turnover) if it is above 10%. From these data, it can be concluded that there is a high turnover problem for PT XYZ employees. Therefore, this study aims to determine the effect of communication, self-efficacy and power on employee commitment of PT XYZ.

Organizational Commitment

Al-Jabari & Ghazzawi [7] defines organizational commitment as a feeling of identification, a feeling of belonging, and a feeling of loyalty that employees have which are then expressed

in real terms for the progress of their organization. Organizational commitment is the sense of agreement that employees have with the decisions and requests of the organization which then the employees concerned make serious efforts to carry out the existing requests and implement the decisions that have been determined. Cohen [8] provides a statement regarding the definition of organizational commitment as an identification by employees which ultimately gives a sense of agreement to work together to achieve the mission of the organization. With the various understandings of organizational commitment, it can be said that organizational commitment is a sense of loyalty that employees have for their organization which is reflected in high-scale involvement by employees to achieve organizational goals. The sense of loyalty in question is a sense that raises the willingness and volunteerism of employees to seek and strive for themselves as part of an organization where the desire is very strong to always survive in the work life of the organization.

Self-Efficacy

Self-efficacy is a person's reality about his ability to perform specific and specific tasks [9]. Self-efficacy is a concept that describes the self which is related to one's view of the skills and abilities possessed when faced with a particular task. Another opinion from Newman *et al.* [10] stated that self-efficacy becomes an attitude, feeling or belief in oneself so that other people do not put much anxiety over the actions taken, can feel free to do what they like, take responsibility for their actions. what he does, has warmth and politeness when interacting, or can accept and respect others through giving encouragement in obtaining achievement with an introduction to strengths and weaknesses. Self-efficacy provides an overview of a person's level of confidence in himself that he is able to carry out actions based on certain conditions and situations with successful results. Self-confidence is an opinion held by a person regarding his ability to display a certain form of behavior. In this case, self-efficacy is closely related to the situation faced by an individual which then places it as a cognitive element in self-learning. Strong self-efficacy is needed in cultivating a positive attitude towards the execution of a job task. Everything related to the internal control of an activity or job can be done and can be determined by the individual's belief that he is able to carry out his work well, then this can stimulate better and meaningful behavior such as a more responsible and more committed attitude at work.

Power

In terms of organizational behavior, power is seen as an objective behavior through an investigation of political tactics. Political tactics themselves are defined as behavior which is organizationally not sanctioned so that it causes harm to an organization or can have an impact on other people in an organization [11]. With power, a work organization or company can survive in business competition with other organizations or companies. According to Hochwarter *et al.* [12] power in organizations is closely related to the way employees perceive organizational responsibilities and commitments. Organizational power greatly affects the commitment of employees who work for the organization. It was found that when power in an organization is fair, balanced, and not heated, then employee commitment will tend to be maintained because of a sense of security and comfort in work life. When an employee has involvement in his organization, his commitment will tend to persist or even strengthen. On the other hand, when an employee does not feel that he or she has any involvement with the organization, it can delay their commitment.

Communication

According to Choi *et al.* [5] Communication is a process of exchanging information from two people or even more where the person can be a unit or group in an organization which then the process of exchanging information can create the same views, understanding, and feelings. Communication can move in various directions and has two characteristics, namely formal and informal. Then, according to Fikri & Ubaidillah [13] success in communication in a work organization is influenced by the existence of obstacles and disturbances caused by various organizational factors such as restrictions on the flow of communication flows, changes in the content of information from senders and recipients, and so on. The linear opinion states that organizational communication is the transmission of meaning and exchange of information that occurs between one or more individuals in all parts of the organization. That way, the communication process in a work organization can be described as a combination of the entire process of communicating between people or between certain groups in an organization.

Communication on Employee Commitment

Communication as an aspect that affects employee commitment in life and the world of work. This was stated by Walden *et al.* [14] that the communication possessed by employees affects the organizational commitment they have. In the study it was found that in order to provide encouragement for engagement, an organization needs to reduce or eliminate barriers to the flow of internal information and be able to provide continuous feedback to each employee regarding individual problems or organizational problems. Then, further research that supports this theory is the research of Syaekhu [15] which finds the influence of personality and interpersonal communication on organizational commitment.

Self-Efficacy on Employee Commitment

Self-efficacy is a necessary aspect of an employee's organizational commitment. This is because self-efficacy fosters a positive attitude towards the execution of a job task. All kinds of strong internal control over the work being done can form a person's belief to do a good job, then it can stimulate better and meaningful behavior as a more responsible and more committed attitude in the work he does. As what was found in the research of Qurbani & Solihin [16] which found a significant effect of self-efficacy on organizational commitment in work life. The study also found an increase in employee organizational commitment in their work life through efforts to strengthen self-efficacy. The previous theory that also supports this finding is the finding of Fung *et al.* [17] who revealed in his research that self-efficacy greatly influences the organizational commitment of teachers as research subjects.

Power on Employee Commitment

Employees who carry out their activities optimally can be interpreted as good performance or performance so that they will provide a guarantee to the work for their performance when providing assistance to the company and the company to employees in terms of future career development. That way, employees will also provide feedback in the form of commitment and loyalty at work to their work organization [18]. The fairness of organizational power greatly affects the commitment of employees who work for the organization. It was found that when power in an organization is fair, balanced, and not heated, then employee commitment will tend to be maintained because of a sense of security and comfort in work

life. Yusuf & Syarif [19] in their book also state that involvement that leads to power affects employee organizational commitment. When an employee has involvement in his organization, his commitment will tend to persist or even strengthen. On the other hand, when an employee does not feel that he or she has any involvement with the organization, it can delay their commitment. From the various supporting theories that exist, it can be concluded that power has an influence on the commitment of employees in working life

2. RESEARCH METHOD

This study uses a quantitative approach. The population in this study were employees at PT XYZ in Tangerang City, Banten. The number of employees in PT XYZ is 183 people with the sample used as many as 65 respondents with the criteria of having worked at least 1 year at PT XYZ. The independent variable (X) used in this study is Communication (X1), Self-Efficacy (X2) and Power (X3) where commitment is the dependent variable (Y). The research instrument used is a questionnaire in which there is a scale using 5 Likert scales. Furthermore, to measure the accuracy of the measuring instrument, validity analysis was carried out. Validity analysis refers to convergent and discriminant validity in this study. According to Bahren *et al.*, (2018) If the Average Variance Extracted (AVE) value is more than 0.5 (> 0.5) and the loading factor value is greater than 0.6 (> 0.6), then the convergent validity measurement valid. Researchers used the HTMT method to assess discriminant validity. Reliability test is used on questions that are declared valid. Reliability is showing how far the measuring instrument is reliable. Reliability analysis uses composite reliability and Cornbach's alpha coefficient.

Furthermore, the data were analyzed using the PLS or Partial Least Square technique. PLS is a multivariate technique that can manage a variety of response variables to explanatory variables simultaneously. Inner model analysis is carried out to determine whether the hypothesis is accepted or rejected by testing the relationship between variables in a model. The analysis is to identify several variables such as determinant coefficient, Goodness of Fit (GOF), Effect size, Path coefficient.

3. RESULTS AND DISCUSSIONS

In general, the description of the number of respondents with male gender in this study was 34 respondents (52.3%) and the number of respondents with female sex was 31 respondents (47.7%). The age of the most respondents is respondents with an age range from 17 to 25 years with a total of 33 respondents (50.8%), while respondents aged 25 to 35 years are 22 respondents (33.8%), respondents with age above 35 years of 10 respondents (15.4%) and for under 17 years 0 respondents (0%). There is no last education in junior high school or 0%, respondents with the last education in high school are 25 respondents (38.5%) respondents with the last education D1 are 4 respondents (6.2%) respondents with the last education are bachelor degree are 36 respondents (55.4%). Furthermore, after testing the tested variable, namely commitment, it shows that the R-square value indicates that commitment is 0.704. meaning that 70.4% of the commitment variables can be explained by communication, self-efficacy and power.

Table 1. Coefficient of Determination Results

Variable	R-Square
Commitment	0.704

Source: Primary Data

So that further identify each variable X its effect on Y (Table 2). The communication variable on employee commitment has a moderate effect because the F2 value shows a value of 0.224, where the F2 value is greater than 0.15 and less than 0.35. The self-efficacy variable on employee commitment has a weak influence because the F2 value shows a value of 0.113, where the F2 value is greater than 0.02 and less than 0.15. The power variable on employee commitment has a weak influence because the F2 value shows a value of 0.098, where the F2 value is greater than 0.02 and less than 0.15.

The results of hypothesis testing (Table 3) which were carried out on the communication variable on employee commitment, obtained t-statistic values of 3.004 and p-values of 0.003. From these results, the hypothesis that there is an effect of communication on commitment is accepted because the t-statistic is greater than 1.96 and the p-values are less than 0.05. So from this statement, it can be said that communication has a positive and significant influence on the commitment of PT XYZ employees. The results of the study were stated by Walden *et al.* [14] that the communication possessed by employees affects their organizational commitment. Then, further research that supports this research is research from Syaekhu [15] which finds the influence of personality and interpersonal communication on organizational commitment. Another supporter comes from Nofia [20] which examines the influence of interpersonal communication and organizational commitment on organizational behavior.

Table 2. F-Square Results

Variable	F-Square
Communication on Employee Commitment	0.704
Self-Efficacy on Employee Commitment	0.113
Power on Employee Commitment	0.098

Source: Primary Data

Table 3. Hypothesis Testing Results

Variable	Original Sample	t-Statistics	P-Values
Communication on Employee Commitment	0.399	3.004	0.003
Self-Efficacy on Employee Commitment	0.261	2.051	0.041
Power on Employee Commitment	0.280	2.296	0.022

Source: Primary Data

In the variable of self-efficacy on employee commitment, the t-statistic value is 2.051 and p-values is 0.041. From these results, the hypothesis of self-efficacy towards commitment is accepted because the t-statistic is greater than 1.96 and the p-values are less than 0.05. So

from this statement, it can be said that self-efficacy has a positive and significant influence on employee commitment at PT XYZ. The results of the study of Qurbani and Solihin [16] found a significant effect of self-efficacy on organizational commitment in work life. The study also found an increase in employee organizational commitment in their work life through efforts to strengthen self-efficacy. Previous research that also supports this finding is the finding of Fung *et al.* [17] which reveals in their research that self-efficacy is very influential on organizational commitment owned by teachers as research subjects.

In the power variable on employee commitment, the t-statistic value is 2.296 and p-value is 0.022. From these results, the hypothesis of power over commitment is accepted because the t-statistic is greater than 1.96 and the p-values are less than 0.05. So from this statement, it can be said that power has a positive and significant influence on employee commitment at PT XYZ. Yusuf & Syarif [19] also state that involvement that leads to power affects employee organizational commitment. When an employee has involvement in his organization, his commitment will tend to persist or even strengthen. On the other hand, when an employee does not feel that he or she has any involvement with the organization, it can delay their commitment.

4. CONCLUSIONS AND SUGGESTIONS

Communication, self-efficacy and power have a positive and significant influence on employee commitment at PT XYZ. This study has several obstacles, such as limited access because this was done during the COVID-19 pandemic so it could only be online using a questionnaire and only used 65 respondents because not all employees have sophisticated cellphones and also the understanding to fill out questionnaires. Because communication, self-efficacy, and power affect commitment, this research has implications, both theoretically and practically. Theoretically, employee commitment can be created through how companies build good communication, pay attention to employee self-efficacy, and apply positive power. As for the practical implications, the management of PT XYZ can use the results of this study as a reference in making company policies. What is suggested to the company is that it is important for the company to pay attention to employees so that they can communicate with other employees, for example having meals with employees. In addition, the lowest indicators of self-efficacy are difficulties and challenges that must be resolved and faced. Therefore, it is important for PT XYZ to pay attention to suggestions from employees so that employees have a high sense of commitment to the company.

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